

## The Conference Board ® Human Capital Benchmarking Service

### Category: Coaching, Mentoring & Sponsorship

Here is a sample of the kind of questions we will ask in in this category. This survey should be completed from the viewpoint of the Head of the Coaching function. Please address all questions from that viewpoint. For each category, we will ask you to share:

- Demographic information (your contact information; the company location/revenue size/employee count/HQ location/primary business; legal structure (state-owned, publicly traded, etc.); distribution of employees around the globe) and briefly describe (100 words or less) what products or services your organization provides and, if applicable, to whom
- Staffing distribution and budget data for the function
- Top issues you are facing
- Innovative approaches to solving business challenges following this format:
  - What people-related business challenge were you trying to solve? (200 word max)
  - What specifically did you do to address the challenge? (250 word max)
  - What specifically was innovative about the approach? (100 word max)
  - What were the positive business outcomes from your actions? (250 word max)
  - If applicable, what was the ROI for this initiative? (500 word max)
- Why should your organization be honored for excellence in this category? (1000 word max)

Here are a few sample questions from this category:

1. What people-related **issues/plans** have come before the Board of Directors? (Select all that apply: Coaching strategy; Coaching effectiveness; Leadership development strategy/initiative progress/status review; Leadership bench strength; Review of candidate slates for C-suite positions; Employee engagement strategy/initiative progress/status review; Review of Employee Resource Group (ERG) activities/business impact; Other, please specify; People-related issues are not discussed with the Board)
2. What is the average hourly rate (USD, excluding travel expenses) your company pays for executive coaching in your home country for each of the following executive groups?

|                             | \$200 or less | \$201-300 | \$301-400 | \$401-500 | \$501-600 | \$601 or more |
|-----------------------------|---------------|-----------|-----------|-----------|-----------|---------------|
| CEO and direct reports      |               |           |           |           |           |               |
| 2-5 levels below the CEO    |               |           |           |           |           |               |
| Remaining leadership levels |               |           |           |           |           |               |

3. On average, what percentage of a coaching engagement is technology mediated (via Zoom, Skype, etc.)? %
4. What is the top driver for use of internal coaching in your company?
5. How do you define your mentorship program (compared to coaching or sponsorship)?
6. How do you hold sponsors accountable for the success of those they sponsor?